

MEMPHIS POLICE DEPARTMENT

OPERATIONAL ASSESSMENT

COMMUNITY ENGAGEMENT



*1120 Connecticut Avenue NW, Suite 930
Washington, DC 20036*

TABLE OF CONTENTS

INTRODUCTION.....	3
COMMUNITY ENGAGEMENT	4
COMMUNITY ENGAGEMENT PROGRAMS	6
Recommendations – Community Engagement Programs	12
COMMUNITY ENGAGEMENT PRACTICES.....	14
Recommendations – Community Engagement Practices.....	15
ENGAGEMENT THROUGH ELECTRONIC SYSTEMS	16
Telephonic Notification System	16
Web-Sites.....	16
Social Media	16
Recommendations – Electronic Systems.....	18

Introduction

The City of Memphis and the Memphis Police Department have retained the Police Executive Research Forum (PERF) to conduct an assessment of the Memphis Police Department. The intent of the assessment is to assist the Memphis Police Department with recommendations for improvement in operations and/or to implement best practices in policing.

This report focuses on topics related to community engagement and its relationship to community policing concepts. This report is written to specifically address the following questions:

- How is the Memphis Police Department engaging the city's diverse communities to partner with the MPD in crime and disorder prevention and control: and to reduce the fear of crime and victimization?
- What forms do the community partnerships take?

Each question is addressed in this report, and each section of the report will contain specific findings. Recommendations for improvement are made where appropriate.

To carry out his project, PERF applied a methodology that included interviews with MPD staff, data analysis and social media and document review. Secondary interviews and observations were conducted as needed.

Community Engagement

In law enforcement agencies, the phrase “community engagement” generally describes operating procedures or specialized programs that seek to solicit community participation and activism for the purpose of mutually beneficial community crime and disorder problem solving. There are multiple approaches to community engagement; the simplest involves creating partnerships with the community. Community engagement activities make up part of an overall community policing strategy. In addition to community engagement and community partnerships, organizational change and collaborative problem solving are other key attributes of a community policing strategy

The benefits of community engagement are not unique to policing. Many different types of organizations realize the benefit of involving their constituents in what they do. The Memphis Police Department serves a diverse public comprised of varying groups with different perspectives on what the police should – or should not – be doing. Engaging diverse groups is an on-going challenge, especially in a community like Memphis.

The Memphis metropolitan area stretches over three states and eight counties with a total population of some 1.3 million people. Memphis is the 18th largest city in the United States by population with a 2010 census population of approximately 681,000. The demographics of the City’s population is:

- Black/African American population: 61.1%
- White/Caucasian population: 33.6%
- Hispanic/Latino: 3.0%
- Asian population: 0.79%
- Other races: 1.51%
- Male population: 47.5%
- Female population: 52.5%
- Median Age: 33.4 years

The median income in Memphis is \$35,807. The leading careers are:

- Wholesale and retail trade careers: 17%
- Government careers: 15%
- Professional and business activities careers: 12%
- Educational and health services careers: 12%
- Leisure and hospitality careers: 11%
- Transportation, warehousing, and utilities careers: 10%

Memphis Police Department
Community Engagement

The Memphis Police Department's approach to community policing should be both programmatic and operational. Programs are designed to engage the community at large. At the operational level individual officers should regularly engage members of the community for the purposes of forming partnerships and conducting collaborative problem solving. This report will distinguish between community engagement *programs* and community engagement *practices*.

In addition, the use of electronic means to engage the community, particularly social media, has become a popular ways for police departments to provide information to the community. All three of these areas – community engagement programs, practice, and the use of social media and other electronic means are examined in this report.

Community Engagement Programs

The Memphis Police Department identifies a number of Community Policing Programs on two different websites. One site is the MPD's page on the City's web-site (www.cityofmemphis.org/framework.aspx?page=213) The second bills itself as "The Official Site of the Memphis Police Department" (www.memphispolice.org).

The two sites offer some conflicting information. For example it was reported to PERF staff that a community policing initiative referred to as the COACT program, standing for "COmmunity ACTion" (originally started in 1994) was discontinued in 2011. COACT units were substations staffed by police officers. The purpose of these substations was to move policing to a neighborhood level, in a way that the police were more accessible. At one point 16 substations had been identified, although only eight were functional when the program was discontinued. A determination was made that the COACT program was not meeting the department's community policing needs.

As of September 13, 2012 the department's website (www.memphispolice.org) states that"

We currently have 14 community policing substations through out the city with more in the planning stages. We call our substations COACT which stands for "COmmunity ACTion." For information on a COACT in your area visit the Precincts page and click on your precinct.

However, none of the precinct pages on the department's site have any information about COACT.

The MPD portion of the City's website makes no general mention of the COACT program but the page for each precinct provides the name, address and telephone number of each COACT unit located in that precinct.

Until early September 2012 the department's web site listed COACT, the Citizen's Police Academy, the Youth Police Academy, the Boxing Program, the DARE/GREAT Program, Leaders of Tomorrow and COMEC (Commission on Missing and Exploited Children) as community programs. On September 13, 2012 the department's website listed COACT, CITY WATCH/MIDSOUTH ALERT (Citizen Notification System), the Citizen's Police Academy, DARE/GREAT, Critical Incident Services, Leaders of Tomorrow, and COMEC as community programs. The Youth Police Academy and the Boxing Program were no longer described.

The City's website lists the Citizen's Police Academy, DARE/GREAT, Critical Incident Services, Leaders of Tomorrow, and COMEC but leaves out COACT and the Citizen Notification System.

Memphis Police Department
Community Engagement

Both sites have the same description of the Citizen's Police Academy.

Introduced in the South Precinct in 1994, the Citizen's Police Academy has now been introduced into each of the six precincts throughout the city. Enrollment in the Academy is open to all citizens and as its popularity has grown so has the waiting list for attending the ten week course.

The Citizen's Police Academy, which is held twice a week for two and a half hours, is led by officer/instructors from different bureaus within the Department. Topics covered include: Gang Awareness, Communications, Vehicle Theft, Crisis Intervention, Sex Crimes/Juvenile Abuse, Patrol Procedures, and Crime Prevention.

As Academy participants become more familiar with the operations of the Memphis Police Department they gain a better understanding of the problems and policies facing Memphis law enforcement officers.

Taking this new understanding a step further, many of the Citizen's Police Academy graduates become Precinct Goodwill Ambassadors. These Goodwill Ambassadors act as liaisons between the police and the community.

In 1999, the first Latin American Citizen's Police Academy was held, graduating 27 Ambassadors.

Citizens interested in attending are instructed to call their precinct. The precinct pages for both sites have no further information about the citizen's academy and do not identify a point of contact. The description of the citizen's academy seems not to have been updated in some time. The last dated information shows a date of 1999. The description refers to "the six precincts" rather than the current nine precincts.

The D.A.R.E./G.R.E.A.T. program is described as follows.

The Office of Drug Education houses the Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education And Training (G.R.E.A.T.) Units. These units consist of specially trained officers who teach school aged children to resist the temptations of taking drugs and joining gangs.

A history of the MPD's DARE/GREAT Program is also provided but stops at 1996. Currently the DARE program is provided in thirty schools, and is taught by eight officers. Students of the 5th grade are targets of this training program. The DARE Program teaches the negative effects of alcohol and drug abuse, focusing primarily on marijuana. DARE instruction is provided once a week in 45 minute increments. DARE program officers are also trained in the GREAT philosophy by the Tennessee Highway Patrol.

Memphis Police Department
Community Engagement

Both websites include “Critical Incident Services” as a community based program. It is described as “a comprehensive stress management program for Police Services personnel. The CIS program utilizes officers as peer counselors under the auspices of trained psychologists for crisis debriefings.” The description is misplaced since there is no indication of citizen involvement in the program.

“Leaders of Tomorrow” is another program described on both websites. They describe the program thusly:

The Westwood COACT Mentors Program, called Leaders of Tomorrow, was created to mentor youth and to enhance the thinking ability of the neighborhood children. The program promotes positive behavior among at-risk children, and as a result, produces better students that are eager to advance their education rather than participate in criminal activity.

Both descriptions state that Lt. C. Moore is the coordinator of the Westwood COACT Program. However, at the end of the description on the City’s website the following appears: “The coordinator of L.O.T. is Lt. Stanley Eason.”

The final community program described on both websites is the Commission on Missing and Exploited Children. The sites provide this description: COMEC is located within the Juvenile Court building in Memphis and is responsible for monitoring the exploitation of children, as well as tracking the whereabouts of missing children. The Unit also offers programs on child safety and sponsors the Child Fingerprinting/Photo ID Booth at the Mid-South Fair. The MPD contributes two investigators to this task force.

Although not listed under community programs the Memphis Police Department is regarded as the originator of the best practice in policing in dealing with those in the community with mental health issues. The MPD’s Crisis Intervention Team (CIT) is well known throughout progressive policing. Both websites have the same description of the program:

The Crisis Intervention Team program is a community effort enjoining both the police and the community together for common goals of safety, understanding, and service to the mentally ill and their families. It is to these goals the Memphis Police Department stands committed.

The CIT program provides an avenue for the development of community partnerships and the collaboration of working together for community interest of service and care. CIT is about doing the right thing for the right reasons. CIT recognizes a special population that deserves special care, treatment, and service. CIT is not about fame, fortune, nor glory, but rather, one of honor and service.

Memphis Police Department
Community Engagement

The Crisis Intervention Team (CIT) program is a community partnership working with mental health consumers and family members. Our goal is to set a standard of excellence for our officers with respect to treatment of individuals with mental illness. This is done by establishing individual responsibility for each event and overall accountability for the results. Officers will be provided with the best quality training available, they will be part of a specialized team which can respond to a crisis at any time and they will work with the community to resolve each situation in a manner that shows concern for the citizen's well being.

The CIT is made up of volunteer officers from each Uniform Patrol Precinct. CIT officers are called upon to respond to crisis calls that present officers face-to-face with complex issues relating to mental illness. CIT officers also perform their regular duty assignment as patrol officers.

The Memphis Police Department has approximately 225 CIT officers who participate in specialized training under the instructional supervision of mental health providers, family advocates, and mental health consumer groups. Due to the training, CIT officers can, with confidence, offer a more humane and calm approach. These officers maintain a 24 hour, seven day a week coverage.

The department specifies a number of benefits for the program. These include

- Crisis response is immediate
- Arrests and use of force has decreased
- Underserved consumers are identified by officers and provided with care
- Patient violence and use of restraints in the ER has decreased
- Officers are better trained and educated in verbal de-escalation techniques
- Officer's injuries during crisis events have declined
- Officer recognition and appreciation by the community has increased
- Less "victimless" crime arrests
- Decrease in liability for health care issues in the jail
- Cost savings

Another MPD community program is "Officers in Schools". The Officers in School (OIS) program allocates 37 full time patrol officers, and 210 part-time crossing guards to 22 high schools 12 middle schools in the City of Memphis. In addition to proactive police work, they provide mentoring and a positive role model to the students they come into contact with on a daily basis. During the summer months, when schools are not in session, the full-time officers return to a uniform patrol assignment.

The OIS program adds value to the community and the operations of the MPD, providing both outreach and enforcement activities. Throughout the country, these types of programs have been successful in reducing crime in the schools and promoting positive relationships between youth and police officers.

Crime Prevention Programs

In addition to the activities described by the MPD as community policing activities, the department policy manual lists a number of crime prevention programs. The crime prevention activities offered can be divided into the categories of programs, training, services, and events. They are:

- Drug Awareness Training
- Fraud/ Identity Theft Awareness Training
- Gang Awareness Training
- Personal Safety Awareness Training
- Robbery Awareness Training
- Campus Safety Awareness Training
- School Safety Awareness Training
- Gun Safety Awareness Training
- Gun Violence Awareness Training
- Senior Safety Awareness Training
- Juvenile Law Training
- Driving Safety Training
- Criminal Assault Awareness Training

Crime prevention programs and events include:

- Neighborhood Watch
- Business Watch
- Apartment Watch
- Crime Stoppers Tip/Reward Line
- Officer Friendly
- Security Site Surveys
- Career Day
- TV/ Radio Tips
- Health Fairs
- National Night Out

Crime prevention programs such as these engage the community on a wide variety of topics.

Memphis Police Department
Community Engagement

MPD Program Liaisons

The MPD seeks to provide assistance and engage diverse communities that express special need or concerns regarding crime and victimization. The Islamic Liaison Officer is responsible for educating and transferring concerns of the Islamic community to his/her Shift Lieutenant. The Crime Apprehension Team (CAT) includes Latino personnel, who act in a liaison capacity with the Latino Community.

Operation Safe Community and the Memphis Youth Violence Prevention Plan

The Memphis Police Department and the City of Memphis are involved in a substantial community engagement and community policing effort. Operation: Safe Community (OSC) is a comprehensive crime reduction initiative involving top government, criminal justices and business leaders in partnership with schools, citizens, faith and community-based organizations. Operation: Safe Community is part of Memphis Fast Forward, a regional strategic agenda designed to accelerate economic growth and improve the quality of life of the Memphis region. The collaborative development of the agenda resulted in five initiatives each with a “detailed plan, a scorecard to measure progress, a lead agency to act as quarterback, a program chair, and a leadership team. In addition, diverse groups of people and organizations were involved in implementing the plan of action for each initiative.” The five initiatives are good jobs (Growth Alliance), an educated workforce (People First), safe neighborhoods (Operation: Safe Community), healthy citizens (Healthy Shelby) and efficient government (Government Efficiency).

Operation: Safe Community (OSC) began in 2006 by creating a plan with “15 research-backed, data-driven strategies for how law enforcement – both by itself and in specific partnerships – can make a meaningful dent in crime.” Thorough 2011 OSC had resulted in a reduction in violent crime of 23% and in property crime of 26%. Still, the community remains concerned about the level of crime in the Memphis/Shelby Count area. Consequently the Memphis Shelby Crime Commission issued an Operation: Safe Community Action Agenda for 2102 – 2016:

The new plan calls for maintaining laser-like focus on data-driven policing / MPD’s Blue C.R.U.S.H., widely acknowledged as the major contributor to the crime reductions to date. But it also establishes a special new focus on youth violence prevention and intervention, with strategies having been developed through a unique partnership with the U.S. Department of Justice.

The Memphis Police Department has direct involvement in the plan. One key task for the MPD is stated as follows: “Maintaining and continuing to refine it [data-driven policing] , and

Memphis Police Department
Community Engagement

ensuring that the number of officers is sufficient to provide reasonable coverage, is critical to the success of all of the goals of this new plan.” Others aspects of the involvement of the Memphis Police Department include: a role in reducing gang and drug crime, a role in reducing youth violence and expanding community based policing.

The MPD’s role in reducing gang and drug crime is to be implemented through the establishment of “a multi agency metro gang unit for a coordinated, focused and data driven effort to reduce gang violence.” The two action items for this objective are:

- Implement collaborative law enforcement practices for a planned, focused effort to reduce gang violence, including data-driven deployment of law enforcement resources to high gang and drug crime areas.
- Equip law enforcement to make social services referrals for youth who are part of or exposed to gang-related activities.

The action item for the MPD related to reducing youth violence is to “intensify targeted patrols in areas with high rates of youth crime” through the utilization of data-driven deployment of police officers.

Expanding community based policing is to be accomplished by establishing Community Outreach Program (COP) units to focus on 1) restoring order within high crime neighborhoods and 2) developing continuing support from and to those neighborhoods.

Recommendations – Community Engagement Programs

The Memphis Police Department provides a multitude of community engagement programs to the community. Such programs, when properly focused, can assist a police department with a number of desirable outcomes that include, but are not limited to: increased community engagement improved relations with diverse communities, a heightened awareness of personal safety, intervention in the life of youths for the purposes of preventing criminal behavior, increased neighborhood and community safety, and improved community understanding of how the police department does business. The following recommendations are designed to help the department to achieve these objectives.

Recommendations

- *The department should consolidate its web information into a single site. The two current sites offer different information that is, at times, conflicting. The single site should be updated to reflect current practices.*

Memphis Police Department
Community Engagement

Information on some programs appears not to have been updated for ten years or more. The description of the DARE/GREAT program appears to have not been updated since 1996. The last update for Leaders of Tomorrow appears to be 1996. And, the most recent information on the Citizens Police Academy is 1999. There is still reference to COACT that should be eliminated.

- *The department should provide an on-line application for the Citizens Police Academy. Specific contact information regarding the Academy should be added to each precinct's web page if the department wants the application process to be channeled through the precincts.*
- *Information about how the crime prevention programs described in the departmental manual can be accessed should be added to the department's website. This would result in greater community engagement around crime prevention activities.*
- *As part of the web site description of the department's crime prevention programs the department should include an activity report for the previous year listing the number of times each program was offered and the number of participants.*
- *The department's website should include information about the City's Operation: Safe Community program and about the Memphis Youth Violence Prevention Plan. Included should be the specifics of the MPD involvement in these plans.*

Community Engagement Practices

The Memphis Police Department has an extensive list of community engagement programs, which is common in many departments. Another key component of community engagement and community policing is the extent to which individual officers engage community members for the purposes of collaborative problems solving. While conducting outreach programs is important, convincing field officers of the value of community engagement is more difficult. To institute a community engagement/community policing philosophy, officers need time to carry out activities that will allow them to engage community members in a collaborative way, as an important part of their day to day responsibilities.

One community policing practice in the MPD is the configuration of the precinct patrol areas. The patrol areas adhere to political Ward boundaries, creating an environment where individual officers are responsible for smaller “communities”. The desired result of this approach is to make police and citizens familiar with each other, so that they work together to improve their community and solve local problems.

There are several types of community policing practices that departments implement either department-wide or through a special unit. As an example, quality-of-life policing encompasses a variety of community policing strategies that involve aggressive enforcement of social disorder offenses. The approach also includes the aggressive enforcement of code violations and municipal ordinances designed to rid the community of physical nuisances such as drug houses, graffiti, abandoned homes and abandoned vehicles. This approach has also been called “Broken Windows Policing.” The philosophy holds that if a police department addresses the little problems, the larger problems will be reduced.

Community policing is a strategy that requires a culture shift in police organizations. The extent to which a community engagement/community policing philosophy has been instilled in Memphis street officers is limited. A review of the 2011 recruit training curriculum revealed that the topic of community policing is included in a 14 hour block entitled “Methods of Patrol,” along with 14 other topics. No specialized training for community policing was listed in the 2011 specialized training offerings or in-service curriculums. Based on limited training evidence, it is likely that officers have only a cursory knowledge of the concepts and tactics associated with community engagement and community policing.

Recommendations – Community Engagement Practices

The Memphis Police Department has adopted, but not institutionalized, a community policing philosophy throughout the department. There is a perception that the patrol force is consumed responding to calls for service, and officers are unable to engage themselves in community policing activities. In Memphis patrol officer time consumed by calls for service and self-initiated activity is between 61% and 35%, depending upon the precinct. The gaps between committed and uncommitted time would allow time for patrol officers to conduct community policing activities

There is little training provided to police officers in the areas of community engagement and problem solving. Community outreach activities take place at the program level, and may involve individual officers from time to time. Like many departments, the Memphis Police Department has adopted a community policing philosophy, but not community policing practices. Focusing most efforts on calls for service impedes the progress of a department seeking to implement community engagement and problem solving initiatives at a tactical level, yet true outreach and problem solving activities can serve to reduce demand-driven workload.

Recommendations

- *The MPD should train officers during recruit, in-service and specialized training sessions about community engagement, and subsequently community policing strategies and tactics.*
- *The MPD should train officers and supervisors in methodologies that can be used to systematically solve community problems.*
- *Officers should be encouraged to use patrol tactics that put them in direct contact with citizens to seek input and suggestions from those citizens.*
- *As described in the Memphis Youth Violence Prevention Plan the MPD should created precinct level Community Outreach Program (COP) units. These specialized units “should carry out some community policing and quality of life initiatives to restore order in high crime neighborhoods and develop continuing support from and to those neighborhoods.” Personnel assigned to these units should be fully training in community policing tactics, community engagement and problem solving methodology.*
- *The MPD should evaluate its commitment to implementing community engagement and community policing practices at the patrol level, and utilize a portion of uncommitted patrol officer time to carry out community policing activities.*

Engagement through Electronic Systems

An important part of community engagement is to keep citizens informed about police activities and crime in their communities. The Memphis Police Department uses three technologies for the purposes of disseminating and receiving information. They are listed below.

Telephonic Notification System

The CityWatch/Midsouth Alert system is a computer-based inbound and outbound telephone messaging system that can automatically deliver 500-800 notification calls per hour.

Information placed in the system can be instantly relayed to residents in a specific area.

Individuals and business are required to sign up for the service.

Web-Sites

The Memphis Police Department provides access to department information through two web sites with some conflicting information. Although the police department makes a significant amount of information available to the public, and the web interface provides the ability to obtain reports or apply for a position with the police department online, the two sites need to be consolidated as is recommended above.

Cyber Watch it is web-based portal that allows users to view various crime information and photos from the sex offender registry. It is advertised as a Blue Crush initiative. Users are required to fill out a registration form and be approved by the department prior to using the system.

Social Media

The use of social media by police departments has grown exponentially over the last several years. A common headline in many articles on the web is “*police use social media to catch criminals and tell their story.*” From the perspective of community engagement, social networks serve the purpose of informing the public of issues, releasing media information and receiving assistance from the community with tips and leads. Some agencies are trying to identify a means to receive emergency twitter “calls” and images associated with emergent situations.

There are many types of social media, but the most common are Facebook and Twitter. Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. An example of a recent Facebook use by the police is described as:

A particular individual was identified as a suspect involved in a theft from automobile after video footage of a vehicle break-in taking place was posted on

Memphis Police Department
Community Engagement

the Police Department's Facebook page. Over the following days, the agency received several phone calls from the public revealing the identity of the suspect who was subsequently arrested.

Twitter is an instant messaging system that allows a person to send brief text messages of up to 140 characters in length to a list of followers. Twitter was designed as a social network to keep friends and colleagues informed throughout the day; however, it has become widely used for commercial and political purposes to keep customers, voters and fans up-to-date as well as to encourage feedback.

A recent (October 1, 2012) New York Times article (Hey, @SeattlePD: What's the Latest by Kirk Johnson) describes the Seattle Police Department's implementation of 51 local neighborhood Twitter accounts providing moment-to-moment crime reports. The system allows residents to know in almost real time what police activity is going on in their neighborhoods. The reports have an automatic one hour delay, and some crimes such as rape, sexual assault and domestic violence are excluded. The idea behind the project is "provide better information to the public" and to help the public understand the "rhythms" of police work. The information sent is derived from the department's dispatch system. Resident's wishing to respond can get live response from the department's main Twitter site which is monitored by departmental personnel.

The Memphis Police department has made limited use of social media. Facebook and Twitter are described below.

Facebook

There were at least two Facebook pages that are identified as belonging to the Memphis Police Department. One contains only a link to a Wikipedia article on the MPD. The other contained some recent information about crimes and wanted persons, but prior to that there was a significant gap in postings. There are several other pages attributed to the precincts, but contain only maps to the stations. On the other hand, the academy has a Facebook page containing recruiting information and video interviews with officers.

Twitter

The MPD has a Twitter account (hash tag #mpdmemphis) with slightly over 900 followers. Early on, MPD used Twitter to send information about some crime calls and to seek tips. Twitter reports a gap in usage of over 1000 days.

Recommendations – Electronic Systems

The MPD has taken a number of different approaches to using electronic media for the purposes of community engagement. The telephonic alert system may be valuable for a limited number of purposes if the community has embraced its use. The same may be said of the Cyber Watch system, where usage is limited by the need to register as a user.

The Department's web sites have a wealth of information that is not easily consumable. Having the two websites is confusing. The value of the information may be lost if it is not current or accurate.

Except for the police academy's Facebook page, department initiatives to leverage both Twitter and Facebook seem to be initiatives that have been very limited. The use of social media by a police department should be an "all in" or "all out" proposition. The social media world considers sites that are unused as irrelevant. On the other hand, the MPD's early efforts to use Twitter to communicate crime information was likely overreaching, consuming too much time and effort. Selective and consistent use of Facebook for news releases and Twitter for short information updates may be more appropriate.

Recommendations

- *The MPD should monitor the usage of the telephonic reporting system to determine whether it is adding value to department operations.*
- *The MPD should have their web-site professionally redesigned so that it meets current best practices with regard to content, look and feel.*
- *The MPD should incorporate a link to its Cyber Watch Portal into its website, and discontinue the practice of requiring registration to view public information.*
- *The MPD should clearly define its goals and objectives for the use of social media and provide the resources necessary to make the use of social media meet contemporary standards.*
- *The MPD should remove current accounts (excluding the Academy's Facebook) until new standards are in place.*